

PART 4

MOVING FORWARD

I. PROCESS

The Library’s Planning, Programming, Budgeting, Execution, and Evaluation System (PPBEES) process is a continuing effort driven by the plan’s vision, the progress toward achieving its goals and objectives, and management and stakeholder response to evolving program requirements and the needs of our customers and stakeholders.

The plan itself is a living document, subject to review and revision. To convert the plan’s broad, strategic goals into executable fiscal year increments, in step 1 of the PPBEES process, the Library drafts Annual Program Performance Plans (AP3s) with program-focused annual goals and targets. Then, after internal review by the Library’s Executive Committee, the annual goals are used to develop the Library’s budget request. Within 30 days after enactment of the Library’s appropriations, the Library is obligated to revise and convert its AP3s into the Operating Plan, which is submitted to the Congress and which links the annual program goals and targets to the financial resources at the program level.

II. EVALUATION

Progress toward achieving the goals and objectives of this strategic plan is a continuing process. In addition to its internal review and evaluation process, the Library relies on ideas and comments from the Congress and external stakeholders. Congressional comments and guidance are of particular importance to the planning process. The three major aspects of the evaluation process are:

A. Annual reviews: as the Library executes the Operating Plans supporting this strategic plan, organizations conduct quarterly program reviews to determine and report their progress toward attaining annual goals. As long as deviations from the Operating Plan are minimal, revisions to this Strategic Plan are not necessary.

At the end of each fiscal year, the Library conducts a year-end program review—PPBEES step 5 . At that time, the Executive Committee and the Librarian may direct appropriate adjustments to the strategic plan. These adjustments will typically be minor unless some aspect of attaining the strategic plan is clearly in jeopardy.

In addition to any minor adjustments to the strategic plan, the Librarian issues an annual planning guidance memorandum identifying modifications needed to: the Operating Plan being executed, the AP3s that are the basis for the budget request being reviewed by the Congress, and/or the AP3s about to be created.

B. Mid-plan: A major review of the Strategic Plan will be conducted during fiscal 2006 at the plan’s midpoint. This review may entail “mid-course corrections,” but will not, typically, involve a major rewrite.

C. Major Revision: During the penultimate year of the plan, fiscal 2007, the Library will convene its planning “community” to undertake the next major revision/rewrite covering the next strategic planning period.

III. INTEGRATING THE PLAN INTO THE LIBRARY’S MANAGEMENT EFFORTS

A. Each Service and Support Unit will use this plan as the basis for developing a Strategic Plan for its organization. The Digital Executive Oversight Group, through OSI, will oversee the development of the Library’s Digital Strategic Plan and ensure its consistency with this plan. Each organization’s strategic plan will address the same years (2004-2008) as the Library’s plan.

B. Managers throughout the Library will use this plan’s strategic goals and objectives and their organization’s strategic plan to develop measurable annual program goals and targets. The resulting AP3s serve as the basis for detailed planning and coordination of support requirements between organizations, and the annual goals and targets will form the basis for individual annual performance plans wherever such plans are required by management within the organization.

IV. REPORTING PROGRESS TO LIBRARY STAKEHOLDERS

The Library’s “Annual Program Performance Plan, End of Year Program Review” will provide the basis for reporting progress to stakeholders. Additionally, changes made to the strategic plan as a result of annual program reviews and the mid-course review will be distributed to the stakeholders. The Library of Congress Strategic Planning Office will maintain the list of stakeholders, distribute the annual report to them, and provide for wide dissemination of the report among the Library’s staff.